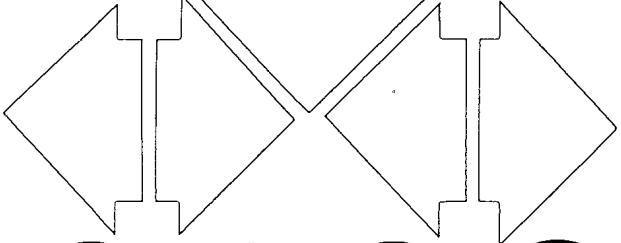


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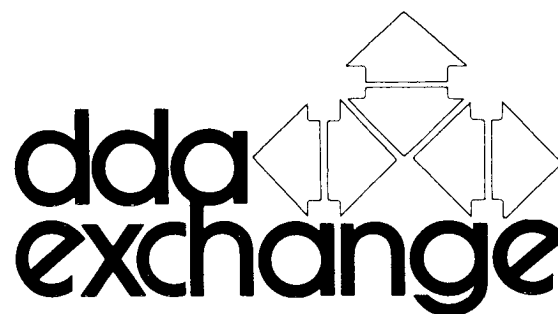
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You'll get no laurel crown for outrunning a burro.

Martial

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A quarterly publication for the exchange among DDA personnel of ideas, concepts, information, and techniques that are of common interest.

NATIONAL SECURITY INFORMATION



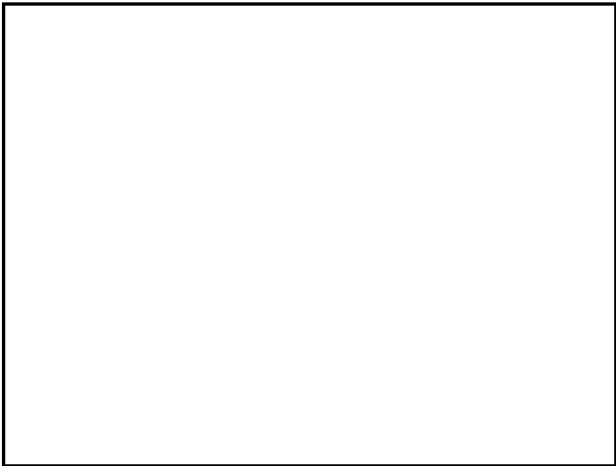
Warning Notice  
Sensitive Intelligence Sources  
and Methods Involved  
(WNINTEL)

Photographs in this issue carry the overall classification of the article in which they appear

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A **staff**

**index**



COMMENT .....	4
THE DIRECTORATE .....	8
INNOVATION .....	16
DEFINITION .....	18
PERCEPTION .....	26
ABOUT DDA .....	36

VOLUME 4, No. 4

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# comment

As Director, Equal Employment Opportunity, one of my biggest problems is misunderstanding. Like other managers, I produce reports, implement programs, gather information, coordinate, provide guidance and leadership, and cope with resource cuts. However, much of my time, energy, and effort is consumed by the necessity of dealing with the emotional reactions to false perceptions of "EEO" and "Affirmative Action." The justification for all our plans, programs, and efforts under these titles is logic, morality, and law. Everything required of us is directed toward satisfaction of CIA's obligations as a federal agency. In brief, CIA is not being asked to "do something stupid."

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[ ]

Because much of the history of our society reflects systematic and continuing discrimination against minorities and women, laws have been provided to prevent future persecution and to help compensate for past damage. CIA, like other federal and state agencies and private institutions, is trying to comply with the spirit and letter of those

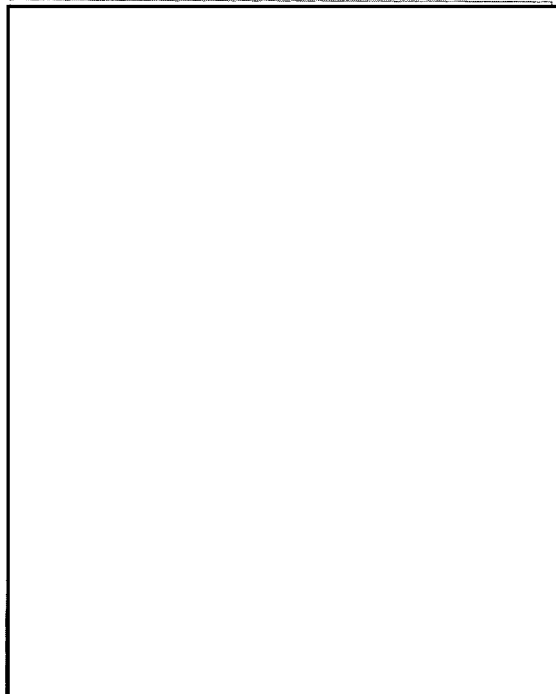
laws. We cannot single-handedly heal the effects of a country's social ills. However, we are determined to guarantee equitable consideration to all applicants, potential applicants, and employees. We are determined to carry out affirmative action plans and programs to do something where historically we had done little. (The statistics of our early years would seem to indicate that minority hiring and female professional development "quotas" were zero. They were met consistently.) [ ]

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Open hostility and the epithets—*broad, wop, nigger, spic, kike*, and all the rest—have, for the most part, fallen out of sight. However, the disappearance of overt manifestations of discrimination causes us to focus on the "covert" and on the subtleties of disparate effect—deliberate or unintentional. We see vacancy notices that demand unrelated degrees or other requirements when what is often needed for selection is a specific ability demonstrated by performance, knowledge, skill, experiences and relevant formal education—in short, the dem-

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Omega J. C. Ware, Jr.  
Director, Equal Employment Opportunity

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onstrated ability to do a specific job. A memorandum soliciting nominations for a MAG specified age-group criteria—"One participant will be selected from each of the following age brackets: 30-35; 36-40; 41-45." What the MAG really wanted was a representative cross-section and forward looking attitudes. The age criteria would not assure this, and besides, they were illegal. Equal Employment Opportunity and Affirmative Action laws and guidelines will never force us to hire, utilize, or promote the underserving. They ask us only to be realistically objective-oriented. They ask for good management of people resources and the sensitive, objective understanding of all our requirements and obligations. ☐

In our discussions with employees in the Management for Equality of Opportunity course, at various other OTR courses, and in our many meetings, formal and informal, we often hear many misconceptions repeated including:

Affirmative action lowers standards; the unqualified are getting hired and pro-

moted; the main benefit of EEO and affirmative action is provision for white males to relieve their guilt; EEO has ruined many careers; managers and supervisors can no longer discipline many who deserve it; EEO damages minorities' egos by confirming that they are second-class citizens; EEO and affirmative action are not compatible with our concept of ourselves as an "elite" organization; it's only a numbers game.

None of these is true. We do not advocate stupidity. The goal remains—the good management of all present and potential human resources of CIA. ☐

Our recruitment efforts still seek the "best" applicants. However, now we intend to define "best" in a way that is truly relevant, and to be sensitive to the impact of our definition on all groups of citizens. Further, we intend to seek employees in places and groups that we have overlooked in the past. In career development, we need Upward Mobility programs that offer opportunity to all non-professionals, not just to those

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lucky enough to be in the right place at the right time or to minorities and women alone. We must seek those with the ability to develop and whose development serves the needs of CIA. Despite these efforts some may still believe that their race, sex, age, color, religion, national origin, or handicap is having an adverse influence upon their career. For those citizens we guarantee an EEO Complaints System that anyone can use with impunity, not just minorities and women. ☐

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Rather than allow incomplete or inaccurate data to generate myths and misunderstandings, we invite you to discuss your problems and concerns with us. Perpetuation and propagation of myth and misunderstanding slow pursuit of our important objectives and impact adversely the Agency's mission and morale. ☐

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# the directorate

CIVIL SERVICE REFORM ACT—A BRIEF  
REVIEW ☐

OP—Plans and Control Staff

On 13 October 1978, President Carter signed the Civil Service Reform Act of 1978 (CSRA), which was designed to improve government efficiency and to balance management authority with employee protection. The CSRA is an extremely broad-brushed piece of legislation, the tentacles of which reach into most all major facets of federal personnel administration. ☐

Although CIA is specifically exempted from most provisions of the Act, these exemptions were based on reasons of protection of intelligence sources and methods—not on objection to the principles and concepts of the Act itself. As a matter of fact, several similar features are either already in effect within the Agency or are about to be launched. The merit principles as stated in *Title I*, for example, cover a broad spectrum of personnel activity ranging from recruitment practices

*through* equal employment opportunities, equal pay for equal work, higher standards of integrity and conduct, efficient and effective use of the work force, retentions and separations to performance and protection of employees. The prohibited personnel practices (the “shalt nots”) are equally all pervasive. Comparisons of CSRA with CIA regulations indicate that the latter already contain provisions of merit principles and prohibited practices similar to those in the CSRA. CIA’s newly developed Performance Appraisal System, which has been approved for implementation within the Agency, is another example. Among its major features is an advanced work plan which is an agreement between supervisors and employees on work goals and priorities for the coming year. Against this work plan, employees will be evaluated by supervisors and the results recorded by a new seven-performance-level Performance Appraisal Report. This new CIA goals/production oriented performance appraisal system appears to comply satisfactorily with those provisions of *Title II* of the CSRA pertaining to employee performance

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evaluations. Some of the other provisions of the Act which impact on CIA to varying degrees are:

*Title II—Civil Service Functions*—CIA can be affected under the "Civil Service Functions" section of this title when "whistle blowers" make allegations of wrongdoing to the Special Counsel of the Merit System Protection Board. The law requires that upon receipt of information involving foreign intelligence or counterintelligence, the Special Counsel shall transmit such information to the House Permanent Select Committee on Intelligence and the Senate Select Committee on Intelligence. If such allegations involve CIA, it is assumed that the Congressional Intelligence Committees would conduct investigations. ☐

*Title III—Staffing*

- *Dual Pay Limitations for Retired Members of the Uniformed Services*—CIA is covered under this provision of the Act and is applying the new rules. ☐

- *Minority Recruitment Program to Eliminate Underrepresentation of Minorities within Grade Groups or Occupational Services*—CIA is exempt under provisions of the Act, but is obligated to comply with similar requirements in this regard under the EEO Act of 1972. ☐

- *Temporary Employment Limitation*—CIA and all other Executive Branch agencies are covered by this provision which limits the number of "on board" employees on 30 September 1979, 1980, and 1981 not to exceed the number of "on board" as of 30 September 1977. ☐

*Title VI—Research, Demonstration and Other Projects*—Although CIA is exempt from this provision, all Executive Branch agencies are free to participate voluntarily in projects under this Title. ☐

*Title VIII—Grade and Pay Retention*—CIA is exempt from the provisions of Title VIII. However, the Agency already provides almost all the benefits of this Title. ☐

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*Title VII—Federal Service Labor Relations and Title IX—Miscellaneous*—CIA is exempt from these titles, and we see no adaptive applications. ☐

Of those provisions being considered for some degree of adaptation by the Agency, the ones which will have major impact are *Title IV—Senior Executive Service (SES)* and *Title V—Merit Pay*. The Senior Executive Service, simply put, is designed to make it easier for the federal government to attract and keep top managers, to use their abilities productively, to pay them according to their performances, and to remove promptly those who do not perform up to expectations. SES includes managers at the Grade GS-16 through Executive Level IV or their equivalents. Base pay for SES executives is set at one of six salary levels with the minimum at the equivalent of GS-16 step 1 and the maximum at the salary for Executive Level IV. In addition, performance awards may be given in amounts up to 20 percent of base salary but limited to 50 percent of the total number of senior executives, career

and noncareer. Each year, up to 5 percent of SES executives may receive the rank of "Meritorious Executive" with a special award of \$10,000, and up to 1 percent may receive the rank of "Distinguished Executive" with a special award of \$20,000. Sabbaticals and unlimited annual leave accrual are also important features. The DDCI instructed the D/Pers to develop an SES type system for CIA. A task force consisting of one Office of the Comptroller and two OP representatives has now devised such a system, and it became effective on 1 October 1979. ☐

*A Merit Pay System (Title V)* involves managers and supervisors in Levels GS-13 through GS-15 by directly linking their pay increases to their performances rather than to their length of service. In other words, employees covered under this system will no longer receive automatic within-grade increases but will be eligible each year for merit pay increases. Managers covered under this system will receive a minimum of one-half of the annual comparability pay

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increases authorized for white collar employees. The funds for merit raises will be derived from a combination of the remainder of the annual comparability increases and from funds formerly used for periodic and quality step increases for these employees. The amounts will vary to recognize distinction in the performance of individual managers and supervisors and of the organizations they direct. Award decisions will be based on the results of a Performance Appraisal System mentioned earlier in this article. The D/Pers will, upon completion of the SES development project, undertake to study the possibility of applying a merit pay system within CIA. The merit pay task force membership and the beginning and ending dates have not been determined as yet. ☐

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INSURANCE SINCE 1948 ☐

☐ III, OP

For more than 30 years, the Agency has provided employees with an opportunity to participate in a health insurance plan. For nearly as long, employees have also had the opportunity to participate in life and other specialty insurances. This long-time offering is the result of the establishment in 1948 of a nonprofit corporation called Government Employees Health Association, Inc. (GEHA). GEHA is an employee organization which provides insurance to participating members and their eligible dependents. Overall direction and policy determinations for the Association are provided by the GEHA Board of Directors and officers. The Board consists of nine members who are representative of all Agency directorates and who are elected for a 2-year term. ☐

One of the primary reasons GEHA was established was to provide insurance coverage for sensitive and covert employees,

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many of whom would experience difficulty in obtaining insurance because of the nature or location of their assignment with the Agency. During these many years, the GEHA organization and its ability to provide insurance without divulging names and locations have proven to be a unique and effective operation. ☐

Since the early 1950s, the day-to-day work of GEHA has been administered by OP Benefits and Services Division, Insurance Branch. GEHA participation and the number of insurance programs offered to members have expanded to the point where, today, you may choose coverage from health insurance, group term life, income replacement, dread diseases, travel and accident insurance. This coverage, combined with employee compensation and retirement, provides a comprehensive benefits program to meet the needs of all Agency employees. Brochures describing the benefits and cost of these plans are available in the insurance office. ☐

The growth in GEHA participation has been most noticeable in the area of the Association Benefit Plan (ABP) health insurance. This is a comprehensive health benefits program providing a wide range of medical benefits and protection against the cost of a catastrophic illness or injury. One of the many advantages of participating in this Plan is that the government contributes approximately 60 percent of its total cost. For the past several years, both the volume and cost of ABP claims have increased significantly. For 1979, it is projected that more than 33,000 ABP health insurance claims will be submitted by policyholders. This will result in paid benefits of more than \$13.6 million. ☐

Nowhere has this increase in claims volume been felt as significantly as in the Insurance Branch, where the GEHA plans are administered and the ABP insurance benefits are determined. For several years the Section in the Insurance Branch which settles claims was inundated by the increasing complexity and volume. As a result, backlogs

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developed and pressure mounted on the Branch and employees. However, during the past 2 years, a continuing review of the claims settlement process and various changes in this process, including a streamlined training program, job enrichment, production goals and standards for claims adjudicators and the use of rotational personnel, have resulted in a sharp reduction in backlogs. Since January, this improved performance has kept claims settlement below 7 days; in many cases claims are settled within a day or two of receipt. ☐

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Looking ahead to 1980, the ABP will have perfecting changes which will streamline the Plan as well as add flexibility to existing benefits. In spite of the increasing number and cost of health services and claims, and inflation, the cost of the ABP is expected to increase only slightly in 1980. The Insurance Branch is also reviewing the UBLIC life insurance benefits and premiums with the expectation that improvements can be recommended to the GEHA Board of Directors. ☐

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We hope that everyone will be aware of the upcoming 12 November-7 December Open Season for enrollment or changes in enrollment in the many and varied health insurance plans participating in the Federal Employees Health Benefits Program. An Employee Bulletin on the Open Season and new brochures and premium rates for these plans will be available to all employees in November in the Insurance Branch. Any changes elected during the 4-week Open Season will be effective in January 1980. ☐

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Insurance coverage is an important and personal consideration which has different applications for different individual and family situations. You are encouraged to review your coverage and needs and to ask the Insurance Branch for specific information and assistance. ☐

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THE RETIREMENT INFORMATION  
SEMINAR ☐

☐ OP

The Agency is now in its second decade of providing an annual seminar on retirement for its employees. The seminar is sponsored by OP through the Retirement Affairs Division. Each year the seminar is conducted in the autumn from late October to mid-November. This year it will be held in the Headquarters Auditorium on the mornings of 30 October and 1, 6, 8, and 13 November from 9:00 a.m. to noon. ☐

The seminar is open to all employees, but those from age 45 and up are especially encouraged to attend. Married employees are urged to bring their spouses since the information presented and the planning required are vital to and involve them both. ☐

The seminar is designed to assist employees to plan effectively for their eventual retirement. Generally speaking, the earlier pre-

retirement planning begins, the better prepared the employee is going to be financially, psychologically, and from every other standpoint to make the transition to retirement status smoothly and confidently. A remark too often heard among those attending the seminar is, "Why didn't someone insist that I attend this seminar years ago?" Don't let this happen to you or to the employees for whom you have administrative responsibility. Employees who have attended a seminar 5 years or more before retirement and again the year of retirement report the greatest benefit from the seminars. ☐

As personnel officers, as administrative officers, and as supervisors and managers, we share responsibility for assisting our people in properly preparing for their retirement years—which in many cases will extend to the year 2000 and beyond and will represent 25 to 30 percent of their total life cycle. In these times of rampant inflation and soaring energy costs, it is imperative that those for whom retirement is on the horizon be able to cope with these problems on a reduced

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25X1 income. Your assistance in encouraging employees to take advantage of the planning information available to them in the seminar will be appreciated. ☐

The topics covered included such items as postretirement activities, second careers, continuing education, volunteer work, part-time employment, financial planning, investments, residential real estate considerations, housing and relocation, dealing with stress in changing situations, use of leisure time, savings programs, IRA and KEOGH Plans, Social Security, vocational testing and counseling, Agency employment assistance, maintaining one's health, types of insurance, wills, trusts, gifts, and retiree organizations. These subjects are addressed by a number of speakers, both internal and from outside the Agency, who are experts in these areas. Another feature is a panel of former Agency employees who have retired and who discuss their adjustment to their new role in life. ☐

25X1 Employees can attend any or all sessions which are of interest to them. In order to

obtain the full benefit of the seminar, however, it is advisable to attend all five mornings. In the past, the seminars have been opened or addressed by top Agency management including the DCI and the DDA. Interest on the part of employees, especially in the past 2 years, has been high. Attendance recently has averaged about 400 persons per session, and for several sessions the Auditorium has either been filled or has had standing room only. ☐

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# innovation

FIC MARKS FIRST YEAR ☐

☐ OC

In July 1978, OC established a Family Information Center (FIC) designed primarily to assist OC employees and families during periods of reassignment. In its first year of operation, the FIC has had considerable opportunity to serve the OC family. ☐

The dramatic events in Iran and Nicaragua, causing the evacuation and separation of families, led to the establishment of a contact program designed to provide a focal point for evacuees' inquiries. The FIC, through personal and telephonic contact, assisted evacuees with news of their loved ones, obtained necessary medical insurance cards, answered their questions, and generally tried to keep them in the picture. The response to these efforts was gratifying; employees and families alike appreciated the deep interest the office took in their plight. When not responding to crisis situations, the FIC was supporting OC'ers in more routine,

but nonetheless important, areas. These included the development of a detailed list of temporary quarters available to returning personnel in the Washington metropolitan area. The list provides information regarding furnished/unfurnished quarters, short-term rentals, and restrictions on pets. Upon completion, the list was dispatched to all posts and has proven very helpful to personnel returning to Headquarters area assignments. ☐

A similar focusing process was applied to gathering information regarding overseas posts. Data concerning housing, scarce items, local customs, etc., were obtained and passed to families about to embark on an overseas tour. Much of the best up-to-date information resulted from interviews with recent returnees. In many cases it was possible to arrange meetings between families returning from a post and those about to depart on assignment to the same post. Additionally, a special effort, through OC's Overseas Orientation Program, was made to prepare new employees and their families for their first

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overseas assignment. Through coordination

[REDACTED]

tapes allowed assignees a look, albeit brief, at their new post and were enthusiastically received. The FIC is continuing these efforts while looking for new ways to assist personnel through the difficulties associated with reassignment. [REDACTED]

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OC realizes that much is asked of its employees and families and feels they in turn deserve its best efforts on their behalf. The FIC (with the emphasis on FAMILY) is one such effort. In its first year, the FIC has helped a large number of OC families through some rough patches. In the future, the FIC will strive to improve the assistance OC employees and families so richly deserve. [REDACTED]

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Suggestions and comments are welcome, and if the OC FIC can assist any other component engaged in similar programs, please contact [REDACTED] on extension [REDACTED]

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# definition

WHAT ON EARTH IS AN ADMAG? ☐

☐ Ph.D.  
OMS Representative to ADMAG

The DDA's Management Advisory Group (ADMAG) began on 2 July 1973 as MSAG—the Management and Services Advisory Group—"to identify and study issues and problems affecting plans, programs and actions of the Management and Services Directorate and to make recommendations to the DD/M&S on those problems studied, thereby providing a forum for continuing dialogue between senior management and employees of this Directorate." Like the Directorate itself, ADMAG has undergone a series of changes. And while its focus has remained the same, it has suffered a continuous identity crisis as it has struggled to find meaningful issues and problems to study. ☐

The Group consists of ten representatives, one each from OC, ODP, OF, OL, OMS, OP, OS, OTR, and representatives of the MG Career Sub-group and Information Services Staff. ☐

In its early days, ADMAG moved from the production of in-depth research reports to the screening of a broad array of issues of possible Office, Directorate, or Agency interest and the preparation of brief memoranda. The screening process continues to play an important role, as basic detective work often reveals that a problem brought to ADMAG's attention is being properly dealt with elsewhere. In such cases, ADMAG can prevent duplication of effort and can provide feedback about efforts already underway. ☐ 25X1

Some issues brought to ADMAG are highly emotional ones that affect a large number of employees. Such as the case with the complaints about the Agency's "inclement weather dismissal policy" during last winter's snow emergency. Many people were confused about the definitions of Code One, Two, and Three, "liberal leave policy," the "essential employees." Some felt it was unfair for Headquarters personnel to be dismissed early when Rosslyn personnel were not (not to mention disruption of car pools and a strain on public transportation). ADMAG organized the various complaints into a

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25X1 memo to D/Pers. OP responded with a plan to publish a weather emergency memo for all employees in the fall of 1979 which is designed to clarify the issues, explain terminology, and standardize policy. ☐

25X1 ADMAG has sometimes been used as a sounding board on various issues, as it is representative of mid-level, non-management employees. In this vein, ADMAG was asked to read and respond to the recent NAPA report on Agency personnel policies. Its comments were sent to the D/Pers in late April. ☐

ADMAG's role as an advisory body and sounding board enables it to serve both the DDA and the Directors of the various offices (not just the D/Pers, as the above examples might suggest). Recent discussions with the new DDA about ADMAG's future role have emphasized its "sounding board" role, and he has expressed an interest in getting members' opinions about ideas and policies while they are still in the talking stage. During the next few months, ADMAG will be acting as an informal contributor to the Directorate's

formal mechanism for studying energy conservation, looking at such items as expanding car pools, flex-time experiments, and the like. ☐

ADMAG's future will depend upon the success of its members in meeting the requirements laid on it *AND* upon the use made of the ten people who gather together at least once a month to offer their ideas and opinions. Membership changes once a year (with half of the officers rotating out every six months). The "new blood" keeps new ideas available to the Group. Though some may feel it a thankless task, it has a potential for meaningful service to the Directorate. ☐

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EVER NEEDED A DICTIONARY WHILE  
TALKING TO YOUR FINANCE OR BUDGET  
OFFICER? HERE'S HELP—A GLO\$\$ARY  
OF FINANCIAL TERMINOLOGY ☐

☐ OF

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You may recall a recent article in the *Washington Post* which bemoaned the jargon of economics and business and the morass such jargon causes for newspaper readers and reporters. The *Post* article strikes a familiar note for Agency employees and especially managers who must discuss "money" issues with their finance and budget advisors. Not to be outdone (nor done in) by the *Washington Post*, we provide here "our" list and definitions of some of the more common finance and budget terms in use in CIA. ☐

- **Budget Authority**—Budget authority for any year represents the authority provided by law and becoming available

during the year to incur obligations. The basic form of "budget authority" is:

- **Appropriation**—Statutory authority that allows federal agencies to incur obligations and to make payments out of the Treasury for specified purposes. This is the most common form of budget authority.
- **Allotment**—Authority delegated by the head or other authorized employee of an agency to agency employees to incur obligations within a specified amount, pursuant to statutory authority making funds available for obligation. Within the Agency the Comptroller makes such allotments to the Deputy Directors on Form 716, which is colored blue; thus, as a result, these allotments are often termed "blue chips."
- **Fiscal Year**—The period beginning October 1 and ending September 30 of the following calendar year. The fiscal

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year is designated by the calendar year in which it ends, e.g., fiscal year 1977 is the year beginning October 1, 1976, and ending September 30, 1977.

- *Obligations*—Amounts of orders placed, contracts awarded, services received, and similar transactions during a given period that will require payments during the same or a future period. Such amounts include outlays for which obligations had not been previously recorded and reflect adjustments for differences between obligations previously recorded and actual outlays to liquidate those obligations.
- *Reserve*—Portions of budgetary resources set aside to (a) provide for contingencies or (b) effect savings made possible by or through changes in requirements or greater efficiency of operations. Request for withdrawals from the Reserve is approved by OMB, and appropriate Congressional Committees are informed of such actions.
- *Average Employment*—Represents the full year equivalent of paid employment, i.e., computations necessary in budgeting to establish reasonable estimates of the average number of persons to be paid a full year of compensation in each of the Current, Budget, and Program Years.
- *Certifying Officer*—An individual designated in writing to ascertain and certify to the properness and legality of disbursements of Agency funds. This is a statutory function performed under the authority of 31 USC 82 c and f and Section 8 of the CIA Act of 1949.
- *Confidential Funds*—That portion of funds made available to the Agency which, under the CIA Act of 1949, may be expended and accounted for solely on the certification of the Director because of the confidential, extraordinary, or emergency nature of the activity involved.

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- *DCI Certification*—The certification executed by the DCI or the DDCI on a voucher which summarizes by fiscal year and directorate all expenditures recorded in the Agency during a given quarter and which constitutes his formal accounting for all expenditures of a confidential, extraordinary, or emergency nature pursuant to Section 8(b) of the CIA Act of 1949.
- *Unliquidated Obligation*—An obligation (see above) which still is outstanding because the goods or services involved have not been received and payment therefore has not been made.
- *Vouchered Funds*—Those Agency funds which can be accounted for and audited in conformance with all laws that apply equally to government agencies and with standard government regulations and procedures.
- *Budget Estimates*—These are directorate submissions of financial plans arranged and presented in a manner to facilitate identification and justification of resource requirements. The resource levels are within the constraints established by the Director. Consolidated Agency Budget Estimates, prepared by the Office of the Comptroller, consistent with OMB instructions and formats, are forwarded to OMB for review, then hearings, and subsequent Presidential approval.
- *Congressional Budget*—This budget is generated after the President established resource limits for the Agency which result from his review of Agency Budget Estimates and is forwarded to Congress—specifically the committees responsible for reviewing CIA activities.
- *Program Budget*—A budget which defines programs of work and arrays the planned use of resources to accomplish the objectives of the programs.
- *Operating Budget*—A financial plan for the coming fiscal year updating the Con-



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gressional Budget in order to reflect current conditions and costs as compared with those prevailing at the time the Congressional Budget was prepared.

- *Property Requisitioning Authority (PRA)*—Authorization to acquire supplies and equipment up to an approved limitation. PRA is not an allotment of funds. ☐

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# perception

THE FEMALE SECURITY INVESTIGATOR—  
THERE'S NOT MUCH DIFFERENCE ☐

Basically, the dominating response that comes to mind is surprise. The public in all areas, from academia to private industry, initially responded to my female presence and job-related questioning with astonishment. After this initial reaction, if the individual being interviewed were female, I would be frequently asked as to how I gained such employment. These individuals seemed genuinely eager to learn of such job opportunities and pleased to discover that women were branching out to new career areas. ☐ 25X1

☐ This meant that daily I was dealing on a one-to-one basis with the non-CIA public as a government agent. Previously, the image of the government agent conducting investigations was primarily male. Therefore, was I treated differently by the public due to the fact that I was female? ☐ 25X1

My first reaction to this question was no, there were no differences between myself and my male coworkers. However, taking a more objective and truthful viewpoint, I do recall distinct reactions and attitudes that might be attributable to my being female. ☐ 25X1

Continuing with the positive public reaction, I personally sensed that being a woman helped to establish a freer and more open conversation between myself and the individual being interviewed. My public image was more on the lines of a friendly confidante rather than the stereotyped image of the stern government agent. Furthermore, my presence posed no physical threat to individuals opening their front doors and inviting me into their homes. ☐ 25X1

Occasionally, the initial response of astonishment of dealing with a female investigator ☐ 25X1

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25X1 was followed by what I perceived as a negative reaction. My credentials were at times questioned and closely scrutinized. Female clericals and secretaries, as well as professional interviewees, particularly in security related fields, exhibited resentment toward me. This might well be attributed to a feeling of personal envy on their part or their own perception of me as a threat toward their job security. Additionally, interviewees would at times interject sexual overtones into the conversation or become uneasy when I was required to ask direct and intimate questions related to personal behavior. These situations were always overcome by changes in my approach in that I would portray myself in a more aggressive and professional light. Although investigations are sometimes viewed as an infringement of the right to privacy, this type of negative reaction expressed toward me seemed to be no different from that occasionally experienced by my male coworkers. ☐

These differences are basically positive and beneficial in nature and, in my opinion, do not make a significant impact either way on the finished product. Women should be treated and judged as individuals rather than being looked upon as a group bearing a minority label. They are definitely an asset and greatly needed resource in the security field. ☐

25X1 In conclusion, subtle differences in public response to a woman investigator do occur.

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25X1A DDA FEDERAL WOMEN'S PROGRAM  
25X1 WORKING GROUP ELECTS NEW  
25X1 OFFICERS ☐

☐ OTR

The DDA Federal Women's Program Working Group works closely with the Federal Women's Program Board to ensure equal opportunity for women, identify prob-

lems and issues, promote activities to increase the awareness of DDA personnel concerning Agency and Directorate goals and programs for women, make recommendations as appropriate, and annually report on progress and accomplishments. The current officers were elected on 26 July 1979. ☐

The Group welcomes your comments and suggestions. ☐

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senior Medical Service Officers are briefed to insure adequate medical management and to recommend upon resolution of the medical problem and medical clearance for overseas travel and assignment. At all times medical cases are kept confidential within the medical office. (U)

Our primary goal in FOD is to provide for the optimum in overseas medical care, preventive medicine, and swift response in evacuation situations. Satisfaction in successful service to Agency missions is our reward. ☐

WHO'S DOING WHAT? ☐

☐ ODP

As a new employee, did you have questions about the office organization? the office mission? employee responsibilities? the relationship of your office to the rest of the Agency? ☐

ODP has taken steps to answer these and many other questions by conducting a one-day orientation course for new ODP employees during their first year. The course presents the students with a compact overview of how ODP is organized, its functions, missions, and relationships with other Agency offices. The purpose of the course, brain child of the current D/ODP, ☐ is to give ODP newcomers a sense of belonging and a feeling of pride in their office. This is achieved by making them aware of the variety of data processing services ODP provides to the Agency and the vital nature of these services in accomplishing the Agency's mission. ☐

We started the orientation this summer and have conducted three sessions so far. The ODP Administrative Staff functions as coordinator of the course and uses key office personnel to give the briefings. This way employees can put faces with names and titles. As an aid in maintaining an informal atmosphere, the course is conducted in the ODP conference room with a maximum of 15

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attendees. At the end of the day, each attendee is asked to complete a speaker evaluation form for each presentation so that future sessions may be adjusted and refined to satisfy the needs of new employees. ☐

As a result of extremely favorable employee response, ODP plans to continue this course about once a quarter for the foreseeable future. ☐

DEVELOPING HUMAN RESOURCES  
EFFECTIVE EMPLOYEE COURSE ☐

☐ OTR

*I will pay more for the ability to deal with people than any other ability under the sun.*

John D. Rockefeller

Effective implies that you are demonstrating your own creative potential by develop-

ing your particular position and role in the organization. You are striving to do your job in a better and more creative way. In working with Agency personnel who have a wide range of personal styles, the effectiveness of the individual depends in large measure on the development of essential, effective interpersonal skills. ☐

The *Effective Employee Course* (EEC) helps participants understand, develop, and use interpersonal skills to improve their job performance. The focus is on developing and integrating appropriate skills to facilitate working with and through groups and individuals. ☐

In the *EEC*, designed for Agency personnel GS-14 and below, participants spend four days examining their organizational climate and their contribution to it. Course content includes segments titled "Communication in the Organization," "Human Relations," "Group Decision-Making," "Employee Motivation," "Career Planning Strategies," and "Increasing Productivity." ☐

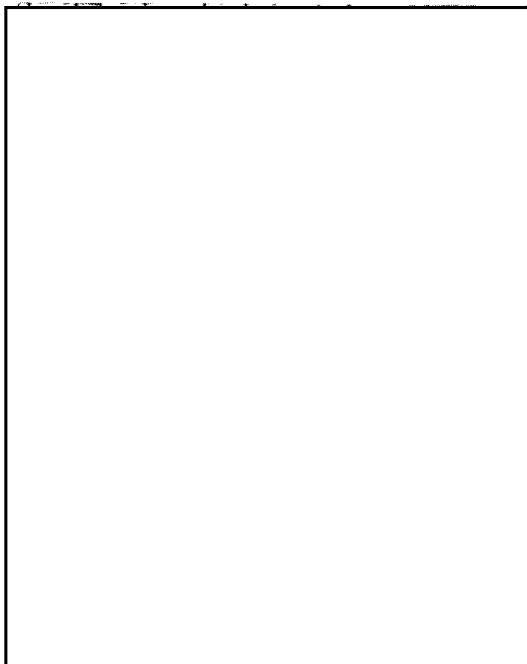
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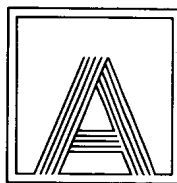
The blend of these segments provides participants with important data to better understand themselves, their work groups, and the Agency. Through individual and team exercises, participants come to appreciate the validity and usefulness of interpersonal skills training. ☐

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